United States Army in Europe

Command Safety Council

1 December 2003

✓ Our Goal: No Loss of Life…

Agenda

✓Introduction	BG Frutiger / Mr. Braun
✓Opening Remarks	GEN Bell
✓Guest Speaker	COL Gallavan, US Army Safety Center
✓Fatal Accident Back Brief	ERMC – POV Fatality
✓Success Stories	V Corps – Winter Safety Initiatives
	IMA-Europe – Holiday / Winter Safety
✓Holiday Safety Campaign	Mr. Braun
✓Around the Horn	All

Intended Outcomes

- ✓ **Clear Understanding of Current and Near Term Th**
- ✓ **Focus on Identified Prevention Issues and Efforts**
- ✓ **Sharing Information and Lessons Learned**

Guest Speaker

U.S. Army Safety Center

U.S. ARMY SAFETY CENTER

Enhancing Combat Readiness through RISK MANAGEMENT

COL Chris Gallavan
Deputy Commander

CG4-06

US Army Safety Assistance

Army Global Commitments

324,200 soldiers over-seas in 120 countries (approx. 215,000 on unaccompanied tours)

- 24 of 33 (73%) AC BCTs deployed overseas in FY03
- 15 of 45 (33%) eSB battalions deployed overseas in FY03

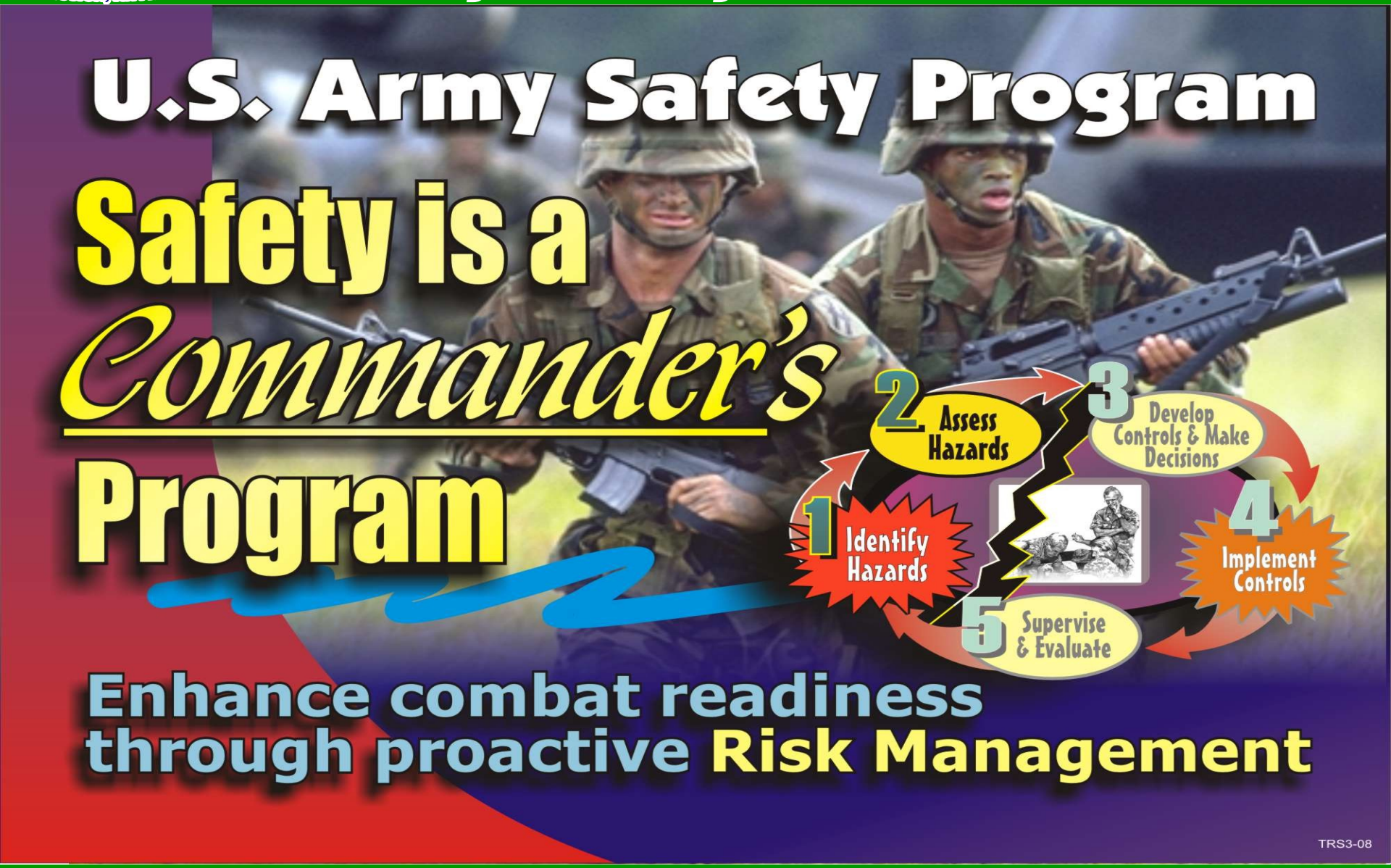
Army Personnel Strength

Component	Currently Deployed	
- Active:	485,000	214,427
- Reserve:	205,000	51,405
- National Guard:	352,000	58,368

US Army Safety Center Assistance

US Army Safety Center Assistance

US Army Safety Center Assistance



Accident Causal Factors

- Human
- Materiel
- Environmental

CG4-09

Accident Causal Factors

77% Human Error

- Indiscipline – Known standard, willing deviation
- Leadership – Failure to enforce standards
- Training – Not trained to standard

CG4-10

US Army Safety Center Assistance

Areas to Focus Command Attention

- Deployment
- Reception, Staging, Onward-movement, Integration
- Move to / Occupy Tactical Assembly Area
- Combat Operations
- Aviation Operations

CG2-39

US Army Safety Center Assistance

Assistance Team

	Mr. Chisum	SFC Jewell
Education	1980 Safety Intern Graduate	Certified Safety & Health Official MTT Instructor
Experience	23 years Safety experience Safety Manager Japan Korea USAREUR USASC	20 years Army Corps Support BN 37th Transcom USASC
Expertise	Tactical Safety Explosives Safety Range Safety Industrial Safety Base Support Opns Transportation Safety Accident Reporting Port Opns Off-Duty Safety	Master Driver Petroleum Convoy, Rail, & Port Opns Hazmat

CG4-05

Timeline for The Way Ahead

- USASC TEAM ON GROUND 1 DEC 03
- USAREUR GUIDANCE TO USASC TEAM 1 DEC 03
- USASC TEAM LINK-UP WITH SUPPORTED UNITS 1 DEC 03
- USASC TEAM/ SUPPORTED UNITS TO DETERMINE REQUIREMENTS AND DEVELOP SUPPORT PLAN 1-4 DEC 03
- USASC TEAM BACK BRIEF TO USAREUR/USASC 5 DEC 03
- USASC TEAM BACK ON THE GROUND JAN 04

CG4-08

Accident Brief Back

POV Accident Fatality

29 December 2002

Agenda

- Accident Synopsis
- Contributing Factors
- Soldier Profile
- AAR

Accident Synopsis

DTG: 291738 Dec 02 **Location**: Southbound Autostrada A22, Trento, Italy

Environmental Conditions: Clear, Dark, Dry Roads, Flat, Straight Section of A22 – Moderate Traffic with Steady Flow, Temperature Above Freezing

Narrative: Front seat passenger drove the entire northbound trip to Obereggen, Italy. He had commented about the car pulling to the right, and demonstrated the drift by letting go of the steering wheel. On the return trip, he drove until stopping to get gas, eat and switch drivers. Two Soldiers fell asleep in the back seat. A Soldier from the back seat awoke as the car was fishtailing. The car slid to the right side of the road and hit the right guardrail. The car then headed to the left, crossed the road diagonally, crossed the median, entered the northbound Autostrada and impacted an oncoming car head-on. The Soldier in the front passenger seat wrestled with the steering wheel and told the driver to “calm down” prior to impact. All occupants had on their seat belts.

Contributing Factors

- Condition of vehicle – 1990 Alfa Romeo 164 - possible front end misalignment
- Fatigue – fatigue factor due to early morning departure, strenuous physical activity during the day
- Driving experience – limited experience with Autostrada driving
- Familiarity with vehicle – just learned to drive standard transmission
- Prior accidents - mid-December: single-vehicle accident on traffic circle
- Visual acuity at night – Soldier admitted having trouble seeing at night

Soldier Profile

- **Driver**

  Sex: Female
  Rank: PFC

  Age: 24

  MOS: 91W10

  Time in Unit: 3.5 Months

- **Unit:** USAHC Vicenza
- **Extent of Injuries:** Dead at the scene
- **Background**
  - Excellent Soldier
  - Counseling conducted with supervisor showed Soldier had stress:
    - Depression and anxiety
    - Family separation problems
  - One month experience on newly purchased standard transmission car
  - Very little experience with (consciously avoided) Autostrada driving

Soldier Profile

- **Front Seat Passenger & Co-Driver**

  Sex: Male
  Age: 19
  Rank: PFC

  MOS: 92R10
  Time in Unit: 5 Months

- **Unit:** 24th QM
- **Extent of Injuries:** Dead at the scene
- **Background**
  - Parachute rigger
  - Consistently good Soldier

Accident Brief Back

Soldier Profile

- **Back Seat Passenger**
  Sex: Female Age: 22 Rank: SPC
  MOS: 91P10 Time in Unit: 6 Months
- **Unit:** USAHC Vicenza
- **Extent of Injuries:** Sustained minor injuries
- **Background**
  – Outstanding Soldier
  – Highly regarded, considered for promotion

- **Back Seat Passenger**
  Sex: Male Age: 27 Rank: SPC
  MOS: 75H10 Time in Unit: 20 Months
- **Unit:** USAHC Vicenza PAC
- **Extent of Injuries:** Sustained serious injuries
- **Background**
  – PAC NCO as junior E4
  – Consistently met standards with supervision

AAR

What Went Right:

- Soldiers attended unit commander's safety brief
- Soldier's vehicle was inspected by squad leader
- Unit had various safety policy letters & safety programs
- Soldiers wore seat belts
- No alcohol
- Driver completed & reviewed with squad leader Driver Risk Awareness Questionnaire

AAR

What Went Wrong:

- Lack of a personal behavior contract (face to face between Soldier & leader)
- Junior NCO not required to be active leader in safety program. Not required to conduct safety huddle with his team and ask the hard questions pertaining to planned activities
- Junior NCO did not give specific guidance to mitigate risk associated with planned activities
- Soldiers didn't ride on ski trip bus
- Soldier chose to drive after full day of physical activity
- Soldier drove on the Autostrada in an unfamiliar car
- Passengers in back seat fell asleep – did not keep driver alert

AAR

What Can We Do Better?

- Use a personal behavior contract – face to face contract – leaders & Soldiers
- Train NCOs in situational safety huddles at small unit level (squad / team)
- Require junior NCOs to conduct safety huddles with their Soldiers. Require them to know facts of Soldier's activities & require them to give specific guidance. Be involved
- Train & brief soldiers on passengers responsibilities
- Change USAREUR vehicle inspections to include check of front end alignment
- Mandate a hands-on driving test, to include Autostrada driving, prior to licensing
- Modify USAREUR Policy Letter 3 to require Driver Risk Awareness Questionnaires be completed during in-processing and 90 days later
- Add following two questions to the Driver Risk Awareness Questionnaire
  - Length of time in country?
  - Familiarity with POV?

Video Spot

(placeholder for digital footage)

Holiday / Winter Safety Initiatives

V Corps Rear (Provisional)

BG Don Jacka
Commander

Campaign Initiatives

- Conducted Cold Weather Injury Prevention, Risk Management and Winter Drivers Training
  - ✓ Ongoing for new or redeploying soldiers
- Soldiers are trained on proper heater operation prior to any cold weather operations
- Emphasis on required safety training for convoy, rail, air, and ship movements including electrocution hazards involving rail operations
- Winter Safety Toolbox CD Developed
  - ✓ Briefings, Classes on various Safety Topics
  - ✓ Topics include Seasonal Hazards, Movement Ops, Risk Management, Suicide Prevention
  - ✓ Distributed to all Rear Detachments
  - ✓ Distributed to CJTF7 for use downrange

Campaign Initiatives

- **DODDS Winter Poster Campaign**
  - ✓ **Contest with local schools (Grades 4, 5)**
  - ✓ **Themes: Winter Driving; Don't Drink and Drive; Slips, Trips, Falls**
  - ✓ **Prizes and certificates awarded to best posters**
  - ✓ **Winning posters being made into Corps Safety Alerts and distributed to units**
- **Media**
  - ✓ **Coordinating with USAREUR / IMA-E PAOs**
  - ✓ **Live AFN Radio interviews with CSM, Corps Safety, 3RD COSCOM Safety**
  - ✓ **Nine TV Spots are being filmed**
  - ✓ **DODDS Poster Contest coverage**
  - ✓ **Safety Quiz and articles on V Corps homepage**

Rear Detachment Initiatives

- **Holiday Focus on 'Ride Home' Programs**
  - ✓ **Cards with taxi, chain of command telephone numbers**
  - ✓ **Taxi funds**
- **Identifying Safety and Family Issues through Family Readiness Groups**
- **Conduct Vehicle Inspections for Spouses**
- **Winter and Holiday Safety are Key Topics**
- **Includes Leaders and Soldiers on R & R**
- **Distributed Winter and New Driver Orientation Films: Spouses are Highly Encouraged to View**
- **Rear Detachment Commanders Briefed their Holiday Safety Campaigns at the 21 Nov Conference**

- FRG – Holiday Goody Bags - Suicide Cards

- Ride Home Cards - Emergency Contact

Unit Holiday Safety Program

- Safety involved with BOSS program (11th AHR)
- Soldiers take a five point safety quiz on safe driving with any mileage pass (VCA)
- Suicide prevention class strictly for Commanders (1AD)
- Soldiers recite safety pledge in front of peers and chain of command (3CR)
- Volunteer on-call designated drivers (22 Sig)
- Ride Home ID tags (2 pcs, zero excuses (30th Med)
- Alert roster for DUIs, Help a Brother Out (HBO) (STB)
- Every Soldier a Safety Officer (ESSO) Program, consisting of pledges, cards, certificates of achievement, incentives (69th ADA)

IMA-Europe Initiatives

INSTALLATION MANAGEMENT AGENCY, EUROPE REGION

Winter Safety Campaign

Russell B. Hall

Director

IMA-Europe Initiatives

Winter Safety Campaign

26th Area Support Group

COL Rush

IMA-Europe Initiatives

UNIT TRAINING

- Conduct NCODP/ODP winter driving and winter safety leader training and refresher risk management training.
  - ✓ integrate planning of on and off duty activities
  - ✓ risk identification
  - ✓ adjusting to changing environmental conditions, and
  - ✓ mitigation of winter hazards.
  - ✓ Soldier's have received the winter driving video
  - ✓ winter driving orientation stamped on their 346.

CHAPLAIN - SUICIDE PREVENTION

- Suicide is a leading cause of death in the Army during peacetime
- Higher incidents of suicide during deployments, and the period after the holiday season and New Year
  - ✓ Unit level awareness and prevention training
  - ✓ Professional Leadership Development Training

IMA-Europe Initiatives

DCA/MWR

- Conduct risk assessment of MWR winter programs.
- Review procedures for issue of recreational equipment
  - ✓ Assure inclusion of safety briefings
  - ✓ Instruct on precautions and proper use

RESPONSIBLE USE OF ALCOHOL

- All club bartenders receive training in ASIP: Alcohol Servers Intervention Program
- Designated Driver program: All clubs offer free sodas/coffee to designated drivers
- "Booze It or Lose It" program
- "Ride Home" programs (unit level)
- Encourage use of Strassenbahn/bus/rail for travel to clubs and fests outside of the installations

IMA-Europe Initiatives

OPERATIONS / S3

- Notify and update all battalion EOC's and staff duty sections on weather and road conditions.
- Revalidate all Deployment/Redeployment nodes.
- Review plans and processes for ISA and railheads to include safety training and risk assessment procedures.

RAIL AND BARGE OPERATIONS

- Additional training for personnel prior to start of operations
- Preposition salt and sand at deployment nodes
- nel present du

IMA-Europe Initiatives

PMO

- Monitor enforcement of safety standards for vehicles and operators to include " Click it or Ticket", "Booze it & Lose it" sobriety test programs.
- Monitor and distribute road condition report information.
- Cold weather injury prevention training to include Bundeswehr and Pond's guards.

PMO - VEHICLE ACCIDENT PREVENTION

MECHANICAL SAFETY

- Random checks of mechanical safety conditions of vehicles, tires lights, unauthorized modifications
- Enforce semi-annual POV inspections at unit level
- Free vehicle lighting inspections campaign at AAFES garages and POV testing stations throughout the month of October.

IMA-Europe Initiatives

PMO

PREVENTING DUI

- **Collaborate with Unit Commanders to develop and implement programs that encourage soldiers not to drink and drive.**
- **Each community <u>MUST</u>**
  - ✓**Advertise and implement community/unit/military police ride home programs and MWR designated driver programs.**
  - ✓**Advertise and enforce traffic safety requirements through "Click it or Ticket" & "Booze It and Lose It" programs.**
  - ✓**Advertise and implement evening bus transportation to and from off-post entertainment facilities during block leave and weekends.**
  - ✓**Advertise and implement special events at on-post clubs to encourage redeployed soldiers to stay on-post and to avoid the need for transportation altogether.**

IMA-Europe Initiatives

DPW

- Review snow and ice removal plans for roads and walkways.
- Review and publish facility closure, delayed work schedules, road conditions, school closure notification procedures, and related information.
- Train EOC/Staff duty personnel in this process.
- In coordination with the PAO, publish information reflecting the dangers associated with winter heating and heater problems to include carbon monoxide and oxygen deprivation.
- Review all heating devices, facilities and locations associated with AT/FP operations for safety, health, ventilation, fire, carbon monoxide exposure and asphyxiation dangers.
- Conduct routine reviews, inspections and site checks monthly, or upon operation change.

IMA-Europe Initiatives

DPW
FIRE SAFETY

- Conduct and publicize awareness of fire causes, prevention methods and survival techniques during a fire.
- Include Fire prevention methods in field living conditions for deploying troops.

PAO
1 NOV 03 – 21 MAY 04

- Coordinate publication and distribution of winter safety campaign articles and materials in the command web-site, KA, Stars and Stripes, AFN, and newsletters.
- Brief publication status at bi-weekly command and staff meetings.

IMA-Europe Initiatives

DOL

- Coordinate with USARUER G4, PMO, drivers testing etc. to obtain, publish and distribute guidance for BSB vehicle storage sites
- Ensure that military and POV licensing and registration requirements are met and that all individuals have received a reorientation to their vehicle and safe driving procedures before operation.
- Be prepared to provide transportation support as directed by IMA-E during the initial period of a deployable soldier's return.

SAFETY

- Conduct a review and analysis of community accident and injury data to identify accident prevention potential within the command.
- Conduct safety risk assessment update of the ISA and railhead.
- Augment and/or assist in the conduct of the winter safety program upon request of subordinate units.

Ammunition Amnesty 26th ASG Policy

- **BSB Commanders will:**
  - ✓ **Maintain and operate an ammunition amnesty collection point at combat vehicle parking area, railheads, and outside of building areas maintaining arms rooms.**
  - ✓ **Schedule ammunition amnesty days at least once quarterly and after each field exercise- Unit Safety NCOs should control and inspect amnesty points on irregular intervals but at least once a week.**
  - ✓ **Store recovered ammunition in an assigned and appropriately designed facility until EOD pickup, and maintain a record of stored ammunition.**

IMA-Europe Initiatives

Ammunition Amnesty Policy (con't)

- ✓ **Request qualified EOD personnel, DAC ammunition inspectors, or soldiers in MOS 55B or 55X for assistance if unknown, unstable, unserviceable ammunition is detected in the amnesty collection container.**

NOTE: **Unsafe ammunition will not be transported or taken to any temporary storage facility. Only EOD personnel will handle HAZ class 1.1 or 1.2 ammunition.**

- ✓ **Each BSB will have a documented agreement with an EOD section to receive necessary support and service.**
- ✓ **Commanders of tenant units not having their own amnesty collection point will coordinate with the BSB to be included in their program of collection and disposal.**
- ✓ **The BSB safety office will approve the location of the amnesty point, the design of the amnesty box, and**

Army in Europe

Holiday Safety Campaign

Holiday Risk Assessment

Initial Risk

Areas of Concern		
Standards & Discipline	Deployment	Ex High
	Holiday Safety	High
	POV Operations	Ex High
	Winter Safety	High
	Suicides	High
	Recreational Safety	High
	Fire Prevention	High

Low Risk | Moderate Risk | High Risk | Extremely High Risk

2003 Holiday Safety Campaign

Key Elements:

- ❑ **Command Information Program**
- ❑ **Accident Trend Analysis**
- ❑ **Drinking and Driving**
- ❑ **Alcohol**
- ❑ **Domestic Violence**
- ❑ **Holiday Fire Prevention**
- ❑ **Suicides**

2003 Holiday Safety Campaign

MSC Commanders: **SUSPENSE**

Create Holiday Safety Program
& Submit to HQ USAREUR **15 Nov 03**

Period: 27 Nov 03 – 4 Jan 04

Subjects:

- ❑ **Vehicle Accident Prevention**
  - ✓ **Emergency Contacts**
  - ✓ **Ride-Home Program**
  - ✓ **Driver's Risk Awareness Questionnaire**
- ❑ **Weather-Related Hazards**
- ❑ **Winter Recreational Safety**
- ❑ **Seasonal Hazards**
  - ✓ **Comprehensive, Hard Hitting Briefings**
  - ✓ **Targeting Health: Stress Management**
- ❑ **Fire Prevention**
- ❑ **Suicide**
  - ✓ **Applied Suicide Intervention Skills Training**

2003 Holiday Safety Campaign

Holiday Topics	Available Class Topics / Checklists
Winter Vehicle Preparedness	Winter Vehicle Prep Checklist / Vehicle Lighting inspection / Winter Vehicle Preparedness Briefing
Winter Driving	Vehicle Ops in Snow, Rain, Fog and Ice (All). Limited Visibility
Vehicle Accident Prevention	Wheeled Accident Avoidance / Reducing Motor Vehicle Accidents in US Army in Europe – A Risk Management Approach
Chains	Tire Chain Safety Briefing, Chain Inspection and Serviceability Checklist.
Cold Weather	Cold Weather and Weather Related Injuries
Recreation	Skiing, Snowboarding and Sledding Safety Briefings
Food Safety	Food Safety Briefing
Tree Safety/Toys	Holiday Tree and Plant Safety, Toy Safety Checklist
Fire Prevention	Holiday Fire Prevention and Carbon Monoxide Briefing and Checklist, Fire Prevention Issues and Measures
Electrical Hazards	Electrical Hazards in the Home
Designated Driver	Commander Holiday Safety Hero Briefing (Designated Driver), Click It or Ticket, Booze It and Lose It
Holiday Travel	Holiday Travel Brief / Command Policy Letter 3
Fireworks	New Years Fireworks Safety Brief

USAREUR Safety Website:
http://www.per.hqusareur.army.mil/services/safetydivision/main.htm

Holiday Safety

POTENTIAL RISKS

- **Conduct activities which have no definable standards or controls.**
- **Human Factors**
  - ✓ **Overconfidence**
  - ✓ **Complacency to Off-Duty Hazards**
  - ✓ **At-Risk Behavior**
- **Holiday Celebrations Involving Alcohol**
- **Holiday Decorations / Fire / Food / Gift Giving**
- **Driving Long Distances**
- **Exposure to high risk activities**
  - ✓ **Skiing / Snowboarding**
  - ✓ **Heater Operations**

CONTRIBUTING FACTORS

- **No Supervisory Oversight While Off Duty**
- **Fatigue and Stress**
- **Alcohol & Drugs**
- **Extended Driving Distances – Holiday Driving**
- **Cold and Inclement Weather**

CONTROLS

- 1st Line Leader Engagement
- Proactive Command Information Program
- Holiday Safety Campaign
- Sustain Aggressive Driving Prevention Programs at All Levels
  - ✓ Click It or Ticket & Booze & Lose It Campaigns
  - ✓ Aggressive Media Campaign
- Use Risk Reduction Program (RRP) to Identify At-Risk Drivers and Intervene
- Enforce Army Substance Abuse Program – Evaluation of All Substance Abusers IAW AR 600-85
- Buddy System
- Media Campaign
  - ✓ Holiday Safety Campaign Articles
  - ✓ Fire Safety
  - ✓ Suicide & Stress Reduction

POV Operation

POTENTIAL RISKS

- Aggressive Driving
  - ✓ Speeding
  - ✓ Fatigue
  - ✓ Not Focused on Driving
  - ✓ Motorcycle Use
- Substance Abuse
  - ✓ Alcohol & Drugs While Driving
- Unsafe Vehicle Operation
  - ✓ Personal Vehicles Not Road Worthy
  - ✓ Inexperienced Drivers
  - ✓ Driver Proficiency Degraded During Extended Deployment
  - ✓ Distracted Drivers (cell phones, eating)
  - ✓ Failure to use Seatbelts, Child Restraints, Helmets

CONTRIBUTING FACTORS

- Fatigue: Acute and Chronic
- Holiday Celebrations: Availability of Alcohol
- Extended Driving Distances
- Increased Traffic Volume during Holidays

CONTROLS

- Leader Engagement
- Sustain Aggressive Driving Prevention Programs at All Levels
  - ✓ Click It or Ticket & Booze & Lose It Campaigns
  - ✓ Aggressive Media Campaign
  - ✓ MWR Designated Driver Programs
- Use Risk Reduction Program (RRP) to Identify At-Risk Drivers and Intervene
- Train First-Line Leaders on Techniques to Reduce POV Accidents
  - ✓ Leaders / Commanders Safety Course
  - ✓ POV Toolbox
- Enforce Army Substance Abuse Program – Evaluation of All Substance Abusers IAW AR 600-85
- Enforce POV Safety Program with Emphasis on High Risk POV Operations
  - ✓ Policy Letter #3 Leaders Review - Extended POV Travel Pass/Leave Program
- Enforce POV-Focused Provisions of DOD Instruction 6055.4, AR 385-55 & UR 385-55
- Implement Mandatory Safety (POV) Training and Vehicle Inspections Prior to Releasing Soldiers

Weather

POTENTIAL RISKS

- Winter
- Increased Holiday Travel
- Heater & Stove Operations – Fire / CO
- Outdoor Sports Activities
- Recreational Activities in remote areas
- Winter Recreation Activities

CONTRIBUTING FACTORS

- High OPTEMPO
- Pending Deployment
- Rapidly Changing Weather Conditions
- Fatigue
- Increased Vehicle Traffic

CONTROLS

- 1st Line Leader Engagement
- Proactive Command Information Program mid-Sep thru 31 May 04
- Holiday Safety Campaign Plan – S: 15 Nov 03
- Vehicle Winter Preparation
- Driver Preparation
- MWR Activity Risk Assessments
- Cold Weather Injury Prevention
- Winter Driver Training
- Stove & Heater Training
- Buddy System
- Hydration
- PT & Running Uniform

Suicides

POTENTIAL RISKS

- Loss o
- Possible Threat to Family & Acquaintances
- Humanitarian Considerations
- Access to Weapons

CONTRIBUTING FACTORS

- Marital / Relationship Discord
- Post Holiday Depression
- Deployment Stress
- Domestic Stress
- Financial Pressures / Obligations
- Substance Abuse

CONTROLS

- Leader Involvement
- Effective command communication and suppression of mis-information.
- Ensure Unit Suicide Prevention Programs Are Completed
- Review Guidelines in Suicide Prevention Policy
- Train 1st Line Leaders to Identify and Assist At-Risk Soldiers
- Wellness Programs
- Chaplain's Programs
- Mental Health Involvement
- Weapons and Ammunition Control Procedures
- Effective Implementation of the Risk Reduction Program (RRP)

Standards and Discipline

POTENTIAL RISKS

- Task C… …ard Means.
  - ✓ Less Than Required Personnel Available.
  - ✓ Insufficient Equipment or Resources.
  - ✓ Insufficient Time.
  - ✓ Absence of Leader Supervision.
- Fatigue Affecting Adherence to Standard.
- Command Climate Negatively Impacts Safety.
  - ✓ Safety Not Prioritized or Emphasized.
  - ✓ Standards Known But Not Enforced.
- Risk Management Not Used:
  - ✓ In Task Planning, Preparation and

CONTROLS

- Training and Integration of Risk Management
- Leader Engagement
- Leader Accountability
- Command Clarification of Acceptable Risk Levels and Authority
- Review and Application of Unit Standard Operating Procedures.

CONTRIBUTING FACTORS

- Conflicting Standards
- Soldiers and Leaders Ignore Known Risks.
- Undefined Standards
- OPTEMPO & PERSTEMPO

Around the Horn

United States Army in Europe

Command Safety Council

✓ Our Goal: No Loss of Life…

Next Commanders' Safety Council

0900-1100 hours on 27 April 04

United States Army in Europe

Command Safety Council

✓ Our Goal: No Loss of Life…